

Strategic Roadmap and Tactical Action Plan

Critical Pathways

- POWERING THE ENERGY FRONTIER:** Provide premier power and transmission services to our customers by applying business, technology and organizational excellence; building mutually beneficial partnerships; and enhancing the nation's economic security and stability.
- EVOLUTION OF SERVICES:** Evolving Western's power and transmission services in response to the needs of a diverse customer base and the demands of a changing industry and technology environment through operational excellence and the application of cost containment and proper cost allocation principles.
- MUTUALLY BENEFICIAL PARTNERSHIPS:** Building and sustaining productive relationships that enhance trust, operational effectiveness and business opportunities for all parties.
- BUSINESS, TECHNOLOGY AND ORGANIZATIONAL EXCELLENCE:** Expanding on organizational excellence by applying knowledge, technology, innovation and engaging internal and external partners to optimize operational effectiveness.



Mission

Market and deliver clean, renewable, reliable, cost-based Federal hydroelectric power and related services

1. MISSION-CRITICAL CUSTOMER SERVICES IN AN EVOLVING INDUSTRY

Ensure and enhance the value of WAPA's cost-based power, transmission and related services in an evolving utility business environment.

WAPA's core mission is to market and provide firm electric power, transmission and related services to customers. In an evolving and transforming electric utility industry, WAPA will continue to evaluate, enhance and improve the services it provides to preference power and transmission customers. As electric markets continue to expand and affect customers, WAPA will adapt, tailor and align services to customer needs in this new environment.

- 1. Rate setting, repayment, and marketing plans
- 2. Transmission / OATT marketing
- 3. Markets and Transmission Strategy
 - 3.1 Markets evaluation and potential implementation
 - 3.2 Optimize organizational approach for markets
 - 3.3 Mature advanced applications implementation
- 4. WAPA-wide common participation in NERC standards development

2. ASSET MANAGEMENT 2.0

Optimize WAPA's Asset Management program to provide data-driven insight into budgeting, capital programs, prioritization and financial decisions resulting in a more resilient and reliable system.

Building on the Asset Management platform already in place, it is now time to create value and enhance data-driven decisions by combining staff's extensive field knowledge with insights gained from significant and actionable data. As a foundational, systemic tool, Asset Management will direct and provide insight into budget development, capital plans, financial forecasting and strategic sourcing. Further integration of sustainable funding and enterprise risk management within Asset Management 2.0 will support resiliency, reliability, safety and security across the organization.

- 1. Execute Strategic Asset Management Plan (SAMP)
 - 1.1 Complete the SAMP
 - 1.2 Complete T-line assessment and analytics
 - 1.3 Evaluate additional asset classes for improved life cycle management
 - 1.4 Capital planning / maintenance data-driven analytics capability
- 2. Sustainable funding: Unobligated balances strategy

3. TECHNOLOGY PERFORMANCE

Leverage industry and operational technology advances to enhance service to customers, as well as organizational and asset performance.

WAPA is committed to innovation and remaining in-step with industry advancements to benefit customers, as well as business and organizational performance. With the convergence of information technology, operational technology and industry innovation, WAPA must integrate technology.

- 1. Technology Availability
- 2. Data as a Strategy
- 3. Financial Information Management System (FIMS) enhancements

4. SECURITY-PHYSICAL AND CYBER

Strengthening WAPA's capabilities in physical and cybersecurity secures our assets and mitigates threats to WAPA's customers, operations and performance in the increasingly connected and evolving utility industry.

Due to the critical nature of the electric grid to our nation and increasing technology connectivity, the electric industry faces growing physical and cybersecurity threats as well as numerous associated regulatory requirements. WAPA must manage and mitigate physical and cyber risks to assets across our expansive geographic operations to remain compliant and ensure safe, secure and reliable operations. WAPA will continuously improve its organization-wide emergency management and response program using the National Incident Management System framework.

- 1. Physical security program
 - 1.1 Risk assessments and remediation plans
 - 1.2 Performance assurance plan and testing
 - 1.3 Emergency response COOP testing
- 2. Cyber security response program

5. PEOPLE AND ORGANIZATION

WAPA's people are its most important resource. The organization is dedicated to the evolution of its people and operations to retain, develop and attract the diverse, high-performing workforce that is the cornerstone of delivering safe, secure, reliable and cost-effective energy and transmission services.

WAPA's people and organization must continuously evolve to improve mission execution, industry alignment and workforce sustainability. Evolving its approach with people will accelerate the attraction, development, recognition and retention of a flexible, innovative, diverse, inclusive and high-performing workforce. In addition, WAPA's organizational evolution will expand its support functions' capabilities (e.g. Procurement, IT, Strategy and Human Resources) and continuous improvement efforts to cost-effectively improve mission execution and value to customers.

- 1. Stand up HR Advisory Office
- 2. Strategic recruiting
- 3. Executive Leadership Development program
- 4. Grow strategic advisory capabilities within support functions
 - 4.1 Implement Acquisition Management assessment recommendations
 - 4.2 Ongoing assessments and implementations
- 5. Continuous process improvement program
- 6. Inclusion & Diversity program
- 7. Organizational Change Management (OCM) program
- 8. Records management compliance

STRATEGIC ENABLERS

Strategic Enablers are new to the Roadmap and designed to capture those foundational areas and activities that are embedded across all Strategic Target Areas. In the original Roadmap, these were STAs, but are now considered well underway and vital to maintain even as the specific focus of the STAs changes over time. Strategic Enablers include:

- Partnership and Innovation
- Safety
- Communication

